

# **Highlights**

## **CBHSSJB Board of Directors**

Montreal

December 8<sup>th</sup> – 10<sup>th</sup> 2015

**OFFICE OF THE CHAIR**

# Executive Director position

Following the resignation of Dr. Yv Bonnier Viger as Executive Director of the CBHSSJB, Daniel St-Amour is named Executive Director – Interim, and the Board of Directors will ask the Ministry of Health and Social Services to authorize the CBHSSJB to proceed with opening a competition to identify a new Executive Director as soon as possible.

# Report from the Commissioner of Complaints and Quality Assurance

The Commissioner of Complaints tabled her report. Cree Patient Services policies will be reviewed in 2016, and these will be posted to the CBHSSJB web site for users to consult. The Commissioner also received a mandate to review and update the Code of Ethics and the Confidentiality Policy with the legal counsel. The updated Code and Policy will be presented to the Moses Petawabano Advisory Committee (MPAC) in March 2016.

# Regional Health Conference planning

ED-Interim Daniel St-Amour met with the Regional Health Conference planning committee (Bella M. Petawabano, Laura Moses, Solomon Awashish, Katherine Morrow, Iain Cook, Sherry Ann Spencer and Rose Duff) to coordinate the conference, tentatively scheduled for April 11-16, 2016, in Waskaganish or Mistissini. Discussions on the Strategic Regional Plan will launch the conference, and planning will incorporate recommendations from the Truth and Reconciliation Commission.

# SPVM (Montreal Police Services)

## Presentation

The Service de Police de la Ville de Montreal (SPVM), in conjunction with the Cree Nation Government, gave a presentation on human trafficking. Discussion followed to determine how to best provide information and protect youth who are potential victims. Several testimonies of sexual abuse and exploitation were also shared. Don Nicholls of the CNG noted that the CNG is setting up programs for high-risk, vulnerable groups. The ED-Interim and AED-Miyupimaatisiun were given a mandate to ensure the coordination of efforts with the SPVM, front line services in Eeyou Istchee, and other Cree entities on human trafficking prevention, and to establish a support system for victims.

# Board Policy on Auditor Independence

The Board passed a motion to approve a policy regarding independence of external auditors.

The policy clarifies the relation of the Board and the external auditor, defining what activities the auditor may or may not undertake for the CBHSSJB.

# Indigenous Innovation Summit

The CBHSSJB Chairperson and the AED-Miyupimaatisiun attended the Indigenous Innovation Summit in Winnipeg in November; the summit, led by the National Friendship Centers of Canada, was the first of its kind and proved interesting and instructive. The Chair and the AED met with TRC Commission Chair Justice Murray Sinclair and invited him to visit Eeyou Istchee.



# Creation of a Research Committee

Adelina Feo, the AED-Pimhuteheu, presented the mandate for the creation of a single research committee that would oversee all research-type activities within CHBSSJB. This would ensure that processes are in place to provide appropriate review, follow-up and reporting on these research activities, and that findings become incorporated into operations of the CBHSSJB. The working group has suggested that the RC be organized as one Committee with representatives from CBHSSJB groups (CPDP, Nishiiyuu, Quality Assurance, Public Health, etc.) to guarantee a global view of the organization. Terms of reference will be developed and presented at the next MPAC.

# Developing a Cree Language Policy

Adelina Feo gave a presentation on developing a language policy that aims to increase the amount of Cree language spoken within the CBHSSJB, especially in front-line services and Public Health. The board provided the ED-Interim with a mandate to pursue questions concerning the need and scope of Cree language use in the CHB, and to analyze how best to develop and implement the policy.

**STANDING ITEMS**

# Mental Health Action Plan

Adelina Feo presented an update on Cree Mental Health. The Cree Mental Health Action Plan has been completed, and two initial service objectives have been identified: (1) strengthen front-line services, and (2) create a local second line of services.

The next steps involve finalizing and implementing protocols and supporting new staff.

# Youth Protection Action Plan

An update on the Department of Youth Protection Action Plan was presented by Robert Auclair. Priorities for 2015-16 include improving vehicle access, implementing a supervision policy, collaborating with Cree Justice for supporting Youth Health Services and extrajudicial measures for youth at risk, developing a Foster Homes Action Plan, updating PL-21 and maintaining collaborations with Chibougamau Hospital.

# Improvements to Front-Line Services

Local directors in Mistissini, Chisasibi and Wemindji will soon be hired to implement extended hours at those CMCs and to ensure that required stock is in place in these CMCs.

**CORPORATE SERVICES**

# Board Representative Elections

Candidates were listed for the elections for Clinical Staff and Non-clinical Staff representatives on the Board of Directors, to be held on December 15, 2015.

Clinical staff candidates included Dr. Darlene Kitty (family physician, Chisasibi), Chudney Pierre-Louis (nurse, Prevention and Infectious Diseases – Regional, Chisasibi) & Marie-Josée Morin (clinical nurse, Mistissini).



## (Board elections, continued)

Non-clinical candidates included Reggie Tomatuk (PPRO – Environmental Health, Chisasibi), Frances Couchees (Attendant in Northern Establishment, Montreal), David Cheechoo (NNADAP worker, Waskaganish), Lily Bobbish (Specialist in Administrative Processes, Chisasibi), and Queenie Stephen (Activity Team Leader, Waskaganish).

# **GENERAL MANAGEMENT**

# Improvement Plan for Cree Patient Services

ED-Interim Daniel St-Amour presented an update on the Cree Patient Services improvement plan, which aims to improve overall services and increase client satisfaction. The plan focuses on four fields of intervention: leadership, transport, lodging and nutrition.

# Centralization and Patient Lodging Project

Daniel St-Amour presented the Centralization and Patient Lodging Project for Board approval; the plan aims to ensure quality lodging and privacy for patients, along with adequate office space for CBHSSJB staff and operations in Montreal, in one location. The Board voted to approve a lease with Gestion 1055 Rene Levesque Est Inc, indexed over five years from April 1 2016 to March 31 2021, with the possibility of an extension.

# Cree Health Board Charter & Air Medevac

Nathalie Tousignant presented an update on the CHB Air Charter (shuttle) for Cree patients, and the Air Medevac project.

The charter now includes a Val-d'Or stopover and is ready to accommodate medical and other staff.

New processes have been developed enabling CMCs to arrange patient travel, and an Operational Coordination Centre will be implemented to manage all travel on the shuttle, commercial flights and Medevac.

# Medevac continued

Recent years have seen a significant increase in medical evacuations, including a 30% rise from 2014 to 2015; prices are rising, and could reach \$8 million dollars annually by the end of 2016. Consequently, the CBHSSJB will issue a call for tenders for medevac services. **Some** Chisasibi medical evacuations could go on the patient shuttle.

# Strategic Regional Plan update

A regional conference is being planned in order to review and update the Strategic Regional Plan. The ED-Interim has been given a mandate to form a working group to review the SRP and to include recommendations from the Regional Health Conference.

# Clinical Plan updates for Chisasibi, Oujé-Bougoumou, Waskaganish and Whapmagoostui

As current facilities in Chisasibi, Oujé-Bougoumou, Waskaganish and Whapmagoostui are inadequate, new CMCs are to be constructed in these communities. The Board received updates of clinical plans for these new CMCs; the plans aim to outline the CMC's community demographics, mission, services, and strategic objectives. They will inform the functional and technical plans for the new CMCs.



# Update on Executive Director's mandates from previous meetings

Daniel St-Amour presented updates on the Executive Director's previous and continuing mandates. Among others,

- an outreach program to eliminate patient isolation is ongoing
- interpreters will be trained to work with stroke patients
- Ongoing training projects are being implemented on schedule
- Clinical plans are being updated

**AED – ADMINISTRATION**

# Cree Succession Plan

Human Resources Director Liliane Groleau presented an update on the Cree Succession Plan. Currently, 80% of CBHSSJB employees, and 53% of managers, are Cree. By December 2015, 63% of questionnaires sent to managers had been answered and returned. These show that 42% of managers will leave within five years, and 32% of these outgoing managers identified a Cree succession within the organization. The creation of a Cree succession directory should be completed by March, at which point succession plan management can begin.

# Cree Nursing Integration

The Cree Nursing Integration Program was developed in 2015 to support Cree nurses who didn't meet basic experience requirements to be hired. Six potential candidates had been identified and interviewed, with the first three participants beginning in October and November.

A nurse counsellor is to be hired for the program in December 2015, and a preceptorship training program is to be launched in February 2016, in collaboration with the Order of Nurses of Quebec.

Darlene Kitty asked if candidates can work in clinics to see everyday issues from the inside.

# Training Plan 2016-17 Update

Human Resources Director Liliane Groleau presented the 2016-17 training plan. Four committees are in place to support staff training needs and activities. The plan for the coming year involves establishing a training registry for each employee and helping them to develop workforce skills in accordance with legal requirements.

# Staffing Policy

Stephanie Tetreault, Coordinator of Staffing, gave a presentation outlining the staffing policy. The policy aims to ensure a consistent and equitable approach to the recruitment and hiring of the best possible individuals.

# Workforce Plan

Kinga Budka presented the CBHSSJB's workforce plan, outlining and analyzing the organization's workforce and forecasting future issues and needs (taking into account projected maternity leaves and retirement). Current issues include a large number of employees on the recall list, reflective of staffing instability. There are also a large number of vacant positions – 26% in total – with the most critical needs being noted in Whapmagoostui, Chibougamau, Chisasibi and Mistissini. Pharmacists are especially needed, as all positions are vacant. Other job areas with significant vacancy issues include social work, psycho-education, HR, medical technology and nursing. Given limited resources, careful workforce planning is critical.

# Development Plan Update

Daniel St-Amour presented an update on the 2015-16 development plan, noting that \$7.9 million will be allocated to this plan. He pointed out that the development plan must now be put into action, and positions on the training plan must be filled. As part of the development plan, the housing policy is to be revised; Dr. Carlin noted that there is a backlog of 3000 to 4000 housing units in Eeyou Istchee according to CNG. This back log creates certain pressures for housing within the communities including the CHB housings needs.



# Credit Line of Approval

The Board of Directors passed a resolution to renew the \$49.1 million line of credit with Financement Québec for the period from July 1 2014 to July 31 2016, and to increase the line of credit by \$22.5 million for the period of December 15 2015 to July 31 2016. This addresses insufficiencies in the MSSSQ's funding envelope for the NIHB program.

# Approval of Lease Agreement in Whapmagoostui

The Board approved a lease agreement with the Whapmagoostui First Nation for lease of office space at 405 Gakw Street.

# 2016-19 Maintenance of Assets

The Maintenance of Assets plan established by the CBHSSHB, the Cree Regional Authority, the Grand Council of the Crees and the Government of Quebec in 2012 needs annual revision to remain up-to-date; this plan ensures maintenance funding for such assets as residential and non-residential buildings, medical and non-medical equipment, vehicles and furniture. The board approved a motion to adopt the 2016-19 Maintenance of Assets plan, which amounts to \$4,026,165 in maintenance costs.

**AED - MIYUPIMAATISIUN**

# CMC Extended Hours

A pilot project on extended hours in CMCs will be launched in Mistissini, where opening hours will increase from 40 to 76 hours weekly, following the implementation of more dialysis capacity and once the necessary staff is hired. The intent of the plan is to increase access to the hemodialysis unit.

# Women's Shelters Update

In order to address issues of safety and domestic violence, the CBHSSJB is opening the first two women's shelters in Eeyou Istchee, in Waswanipi and Waskaganish. The Waswanipi shelter's expected completion date is June 2016, while the Waskaganish shelter's completion is scheduled for late 2016/early 2017. A Ceremonial Blessing was held at the Waswanipi site on November 3, 2015, before construction began; the Ceremonial Blessing for Waskaganish will take place in spring 2016.

The presentation advocated the creation of a technical team to discuss and review the use of these new facilities.

# Closed Custody Reception Centre for DYP in Chisasibi

ED-Interim Daniel St-Amour noted that the process and approval of a clinical plan for a closed custody reception centre with the DYP in Chisasibi is not required by the MSSS but by the Ministry of Justice, and that the Cree Nation Government is involved in the process. The Chairperson asked to see a timeframe for steps in creating this centre; the ED-Interim will work with the DYP director to create a timeframe to present to the Board.

A discussion followed, noting the need to support staff experiencing burnout. While the Shepell Employee Assistance Program exists, some employees are not aware of it. There are also training and workshop sessions to help staff acquire the necessary competencies.

# Customary Adoption

A recommendation from the CBHSSJB has been submitted and received very positive support. The ED-Interim will work with DYP to prepare a letter to the Grand Chief.



## PL-21 An Act to Amend the Professional Code (Mental Health and Human Relations)

On October 14, 2015, CBHSSJB representatives met with Inuit representatives and the Minister of Justice, Stéphanie Vallée, to discuss the professional code. A letter has been submitted to request continued discussions on providing recognition for workers doing field interventions.

**AED - NISHIIYUU**

# Report from Nishiiyuu Retreat

Laura Bearskin, the AED-Nishiiyuu, and Abraham Bearskin summarized the results from the Nishiiyuu retreat held in Oujé-Bougoumou October 20-23, 2015. The retreat was named the “Uuniipaakuuin Gathering,” which refers to the traditional process of harvesting and feasting on a beaver.

At least 100 people were heard at the retreat, which aimed to learn more about the land, culture and traditions, and to help focus the goals and priorities of the Nishiiyuu program.

# Nishiiyuu retreat recommendations

A number of recommendations were identified:

- Implementing the Wapimaausuun (birthing) program across all communities
- Implementing a family doula program to support the Wapimaausuun program
- Making land-based programs a priority, and interviewing elders as part of this plan
- Continuing research on rites of passage, such as naming ceremonies, walking out ceremonies, and others
- Recognizing the importance of traditional healers and counselors in the communities.

# Nishiiyuu Recommendations continued

- Developing a Nishiiyuu “Statement of Principles” to act as a guide for pursuing program objectives
- Establishing a healing centre (healing lodge)
- Reviewing palliative care policy with the Council of Chishaaiyuu
- Ensuring cultural safety & competency of CBHSSJB programs and services
- Acquiring a Nishiiyuu HR officer and quality assurance officer to implement services

The ED-Interim will collaborate with the AED-Nishiiyuu to review Nishiiyuu’s structure, objectives & recommendations.

# Update on Birthing Services

Dr. André Lalonde presented an update on birthing services to the Board. Currently women travel outside Eeyou Istchee to give birth, but for several years there have been discussions about bringing childbirth back to Eeyou Istchee. Dr. Lalonde studied numerous remote, First Nations and Inuit communities to review their birthing facilities, and recommended midwifery-led birthing centres for Mistissini, Chisasibi and Waskaganish. Other communities would develop midwifery-led birthing strategies for eventual implementation.

# Birthing Services continued

These services would require approval and authorization of the CBHSSJB's CPDP; Dr. Lalonde noted that an agreement-in-principle could be presented in January 2017. Board members noted that young women should be taught the means to live as healthy adults, and that physicians would also be needed to lend support to the midwives. The ED-Interim said that he would provide a target date, and Dr. Lalonde suggested that a 3-5 year calendar be prepared to map the process leading to community birthing.

**AED - PIMUTEHEU**



# Appointment of DPSQA – Nursing

The Board resolved to approve the nomination of Michelle Gray as the Director of Professional Services and Quality Assurance – Nursing. She fills a position that has been vacant since June 2015.

# Update on Clinical and Administrative Indicators

- The Indicators Working group has completed collection of data gathering tools for Clinical Indicators, and will be meeting in January to come to a consensus on a single gathering tool, to align with Ministerial requirements, and to focus on important indicators for each program.
- For Administrative Indicators, Gesrick is ready to be implemented for incident/accident data collection, but there is a pressing need for a regional archivist to coordinate client information systems.

# Iiyuu Ahtaawin Miyupimaatisiun Planning (IAMP) Update

Planning for Iiyuu Ahtaawin Miyupimaatisiun, the CBHSSJB “healthy communities” initiative, began in 2014 and continued through 2015. All communities have had a series of committee development workshops, and six now have formed Community Miyupimaatisiun committees and arranged contribution agreements. Teleconferences on strategic planning, asset mapping and information gathering will be held in 2016.

# **COMMITTEES OF THE BOARD**

# CPDP: Nomination of Physicians and Dentists

- The Chisasibi representative asked whether the nomination process should include some mention of cultural safety.
- Dr. Philippe Wang, dentist, was nominated for a year of privileges, expiring December 2016.

# CPDP: Chisasibi Issues

There is still no local director for Chisasibi; nor is there a Coordinator of Chishaayiyuu, and there is a backlog of patients. Lists are not being maintained properly, which limits the continuity of care. The school nurse position remains vacant, and there are issues with homecare services. There are concerns about staff burnout in social services, as there are only two CHRs for a population of 5000.

# CPDP: Mistissini Issues

Mistissini is experiencing difficulties with management, an obsolete appointment system, errors in archiving, laboratory monitoring and responsibilities, ordering and purchasing of supplies, maintenance of CHB buildings and transits, and a lack of palliative care and long-term care beds. There is also a heavy chronic disease burden, with only two nurses and no team leader, and a chronic kidney disease services are experiencing large staff turnover. Dr. Marcoux is to be informed of these issues.

# CPDP: Law 2 - End of Life

Law 2 on end-of-life care and medically assisted dying came into effect in Quebec on December 9, but does not take into consideration Cree cultural or spiritual perspectives. The CBHSSJB is required by law to establish a policy for medically assisted dying, which it will present at a special board meeting in January 2016. The CBHSSJB will consult with elders, including the Council of Chishaayiyuu, community members and clergy in developing a policy.



# CPDP: Law 20 Update

The Board received an update on Law 20, which passed into law on November 10, 2015 and which requires general physicians to take on a minimum number of patients.

This law may have an impact on services in Region 18, especially on part-time and *depanneur* physicians.

# CPDP: Annual General Assembly

The CPDP's Annual General Assembly was held in December 2015. Dr. Darlene Kitty was re-elected as President of the CPDP.

# CPDP: Pedo-Psychiatry Services

The Board was informed of an urgent need for psychiatry services in Eeyou Istchee. Currently, the PREM (Plans régionaux d'effectifs médicaux), which dictates how many specialists can serve in different regions, is not addressing the needs of Region 18. The Board gave the ED-Interim a mandate to prepare a letter to request PREM accommodations for Region 18.

# **COMMUNITY ISSUES**

# Community Issues

- Jonathan Sutherland suggested that the community initiatives outstanding files/reports be closed; Denis Tremblay stated that files for all communities were set, and that communities can send reports to him. Reggie Tomatuk asked that the Board be provided with an update of the Community Initiatives Fund.
- The ED-Interim is to inquire about CPS boarding homes in Nemaska.

# Upcoming Board Meetings

- Special Meeting of the Board of Directors: January 26, 2016, in Montreal
- Regular Board of Directors: March 22-24, 2016, in Mississauga.